

PERSONNEL ACTIVITIES REPORT

I. NARRATIVE REVIEW

A. ORGANIZATION AND OPERATION OF CAREER SERVICE SYSTEMS

1. Structure?

- a. Boards-Panels?
- b. Ad-hoc committees?
- c. CMO?

2. Activities and procedures?

- a. Delineation of responsibilities?
- b. Kinds of actions considered or taken (EOD's, assignments, promotions, etc.)?
- c. Criteria or guidelines used in taking such actions?
- d. Head of Career Service approvals?
- e. Deputy Director approvals?
- f. Documentation reviewed: kinds of staffing support?

3. Special or priority problems in career service?

B. RECRUITMENT FORECASTING AND STAFFING PRACTICES

1. Years projected?

- a. Method used?
- b. Occupational kinds, skill levels and numbers recruited?
- c. Age and grade considerations?

2. Applicant review procedures?

- a. Selection and personal evaluation criteria?
- b. Job information made available to prospective hires?
- c. Participation by Agency officers in applicant referral and selection?
- d. Decision levels and processes?

3. Special or priority problems in career service?

C. EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

- 1. New programs and perspectives within service for stimulating EEO (recruitment, promotion, etc.)?
- 2. Procedures for developing and training on-duty minority group members?

3. Progress and prospects for better utilization of women?
4. Progress and prospects for better utilization of minority and racial groups?
5. Discrimination safeguards?
6. Special or priority problems in career service?

D. EMPLOYEE UTILIZATION AND COUNSELING

1. Nature of employee counseling (personal, job, career); frequency and procedural arrangements?
2. Use of certain assignments and training as desired experiences?
3. Developing professionals from clerical and technical personnel?
4. Determining assignment validity for new, young professionals and orientation programs?
5. Use and duration of Personal Rank Assignments at different grade levels?
6. Reasons for reassignments and processes used?
7. Arrangements for remedying "underemployed" problems?
8. Transfers among clerical, professional and technical groups?
9. Procedures for determining job dissatisfactions and salvaging desirable employees; frequency and success of efforts?
10. Special or priority problems in career service?

E. EMPLOYEE MOBILITY AND ROTATION

1. Dependence upon mobility to fill jobs (qualitative and/or quantitative problem)?
2. Personal developmental rotations largely initiated by career service or employees?
3. Assignment procedures?
  - a. Systematically planned or not?
  - b. Pattern of movement among different occupational groups?
  - c. Rotational?
  - d. Successes with use of Vacancy Notices (if applicable)?

4. Inter-career service movement mainly for personal improvement or staffing career service?
5. Special or priority problems in career service?

F. TRAINING ACTIVITIES

1. Determining requirements according to job needs?
2. Determining requirements according to personal developmental needs?
3. Internal career service training facilities?
4. Kinds of OTR programs used?
5. Relationship to promotions or assignments?
6. Special or priority problems in career service?

G. PROMOTION SYSTEMS

1. Promotional considerations?
  - a. Promotion criteria -- subjective and objective?
  - b. Time-in-grade?
  - c. Establishing quotas?
  - d. Use of CSGA?
  - e. Documentation used?
  - f. Weighing relative worth of promotable careerists versus jobs occupied?
  - g. Handling comers versus qualified performers; e.g., pass-through to higher grades?
2. Procedures?
  - a. For various occupational groups?
  - b. For various grade levels?
3. Special or priority problems in career service?

H. EMPLOYEE RECOGNITION AND AWARDS

1. QSI's?
  - a. Primary initiators -- supervisors or career service officials?
  - b. Criteria for judging merit of individual cases?
  - c. Procedures for considering initial requests and frequency of turndowns within service?

d. Frequency of use as a promotion substitute or a reward system at lower grades?

2. Honor and Merit Awards?

- a. Primary initiators -- supervisors or career service officials?
- b. Procedures for considering initial requests and frequency of turndowns within service?
- c. Criteria of career service for judging merit of individual cases and appropriate award?

3. Other rewards and recognition systems used by career service?

4. Special or priority problems in career service?

I. PERSONAL SUITABILITY AND EMPLOYEE REDUCTIONS

1. Planning to meet surplus problems (location and grade level)?

2. Internal procedures for handling "unsuitability" especially during first three years?

3. Use of ranking methods or other evaluation tools in determining "least needed" employees?

4. Use of information on attrition patterns and shifting functional requirements in planning future reductions or changing personnel needs?

5. Kinds of evidence other than Fitness Reports used in personal suitability cases?

6. Special or priority problems in career service?

J. EMPLOYEE/MANAGEMENT COMMUNICATIONS

1. Kinds of channels (up and down)?

2. Nature of information communicated?

3. Sharing of information and decisions?

- a. Employee from management?
- b. Management from employee?

4. Special or priority problems in career service?

1. Major functional, organizational and technological changes expected in next four years and personnel implications?
2. Problems of retraining or retooling staff for altered activities and emphases in next four years?
3. Future age imbalances or incorrect occupational mix in next four years?
4. Other special problems expected to emerge in next four years?